

ORGANISATIONAL CULTURE – A REVIEW STUDY

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ABSTRACT

The culture of any organization, although it can be variously defined, includes the shared norms and values that guide organizational participants' behavior. The Management of the SSA State Project office, Tamil Nadu commissioned this study to understand the organization's culture from the perspective of the employees. This study on "Organization Culture at SSA – State Project Set-up, Tamil Nadu" was undertaken to verify if the employees also shared this perception, namely, that the changes that had been made in the organization had truly led to improvements. Based on this study, the researchers had a review of going through the documents and presented the review findings like employees' attitudes towards various aspects of the organization; confidence in own leadership capabilities, positive feelings, the work and the organization, as well as negative experiences such as stress.

KEYWORDS: SSA, Capabilities, Perception, Confidence in Leadership

INTRODUCTION

Organizational culture is the outcome of the traditional functions of an organization. It is a complex social system. A healthy culture gives healthy functions of structure and process. It denotes the friendly, flexible and innovative climate of an organization.

Definition

According to Schein culture is the most difficult organizational attribute to change, outlasting organizational products, services, founders and leadership and all other physical attributes of the organization. His organizational model illuminates culture from the standpoint of the observer, described by three cognitive levels of organizational culture. artifacts, espoused values and basic underlying assumptions

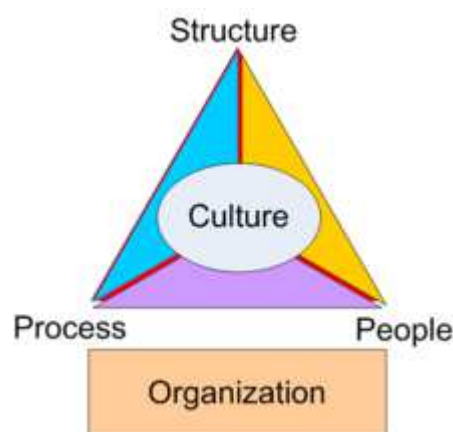


Figure 1

ELEMENTS OF GREAT COMPANY CULTURE

Stick to this list and your employees will be committed to their jobs, as well as your

- **Core Values:** I used to be very cynical about "core values." I thought these were just mottos written on plaques hanging on the wall. But when we implemented our values strategy at Beryl about 10 years ago, I began to see how they guided everyday decision-making and how employees referenced them in meetings.
- **Camaraderie:** Camaraderie is about having fun. It's about getting to know colleagues not just as colleagues, but what they're like outside the office. To do that, Beryl hosts dress-up days, parties, games, and events all the time. We have annual traditions like family day, the Gong show, March Madness, the fall festival, and a holiday party.
- **Celebrations:** You can't underestimate the importance of recognizing your team. While it may be important for your people to hear from the CEO, it also feels great for them to hear from peers. At Beryl, we developed a program we call PRIDE (Peers Recognizing Individual Deeds of Excellence). This allows coworkers to recognize others for living up to Beryl's core values.
- **Community:** Part of the fabric of a successful company culture is connecting with and giving back to the local community. Even though Beryl is a national company serving national customers, we have dedicated countless hours to community service in Bedford, Texas (where Beryl is based) to help those in need. This not only helps the organization's Beryl support, but brings great pride to staffers.
- **Caring:** Show your employees you genuinely care about them in the totality of their lives. To do this at Beryl, we set up a program called Beryl Cares. Any manager can explain a situation on an internal website that identifies a coworker, and lists what's going on (birth, death, injury, wedding, among other things).
- **Commitment to Learning:** Show your employees you're committed to their professional growth. This can be done in small, incremental steps. You might set up a book club, say. But it can become more formal over time by subscribing to online learning programs or developing management training courses.
- **Consistency:** Culture is based on traditions. When you come up with great programs or events, make them regular events and do them consistently. One-time efforts to improve the culture will feel disingenuous. This can take years, but makes a profound difference, that pays off when employees enjoy where they work and genuinely like their colleagues.
- **Connect:** Don't isolate yourself at the top. Connect with people at all levels of your company. Get out of your comfort zone. At Beryl, I've starred in funny videos that put me in uncompromising or embarrassing positions. If the staff plans a dress-up day or ping-pong tournament, I participate. I laugh and cry with employees, too.
- **Chronicles:** Does everyone in your organization know how the company started? Do they know the personal stories of the founders and what led them to build a sustainable business? People want to know they are part of something special and unique. Greet

FUNCTIONS OF ORGANIZATIONAL CULTURE

Culture promotes code of conduct, Culture facilitates recognition, Culture provides self-satisfaction, Culture provides opportunity to set the standards of performance, Culture guides and controls the employees

Culture Promotes Code of Conduct: A strong culture in an organization explicitly communicates accepted modes of behaviour which make the people to be conscious. Promotion of the culture of quality can help to achieve good business results.

Culture Facilitates Recognition: Every organization is recognised by its culture. It is a known fact whenever we name an organization we immediately remembers the culture attached to the organization. Organizational culture sets the boundary beyond which employees are not permitted to go. Employees of an organization automatically adopt the cultural limit of their organization. A number of organization are well recognized by the culture.

Culture Provides Self Satisfaction: Organizational culture enables employee to be satisfied internally. They get internal satisfaction with an esteemed culture.

Culture Provides Opportunity to Set the Standard Performance: Organizational culture provides employees to get an opportunity to set the standards of performance. They try to achieve the standards. It becomes a self control mechanism which helps the organisation to grow and flourish.

Culture Guides and Control the Employees: Organizational culture acts as a motivator that guides and controls the employees.

Culture Directs Employee Behavior towards Goal Achievement: A sound culture directs the attitude and behaviour of the employees towards the achievement of goals.

Culture Makes People Development Oriented: Organizational culture develops implicit rules which make people oriented. These rules are more effective than explicit rules. Conformity of implicit rules makes the employees developed and self disciplined.

Culture Develops Positive Attitude: Culture develops a positive attitude and behaviour of employees. Culture leads to develop a good behaviour and good behaviour makes a good culture.

Types of Organizational Culture

The Clan Culture: The friendly and easy culture for the employees in which they enjoy working rather than taking the work as stress. Everyone knows each other professionally as well as personally. Helping each other during working hour, eating lunch together, playing games in the evening, and celebrating each other's happy memories are the attributes of the clan culture

The Hierarchy Culture: A formal way of organization in which one manager is appointed that passes the orders and defines rules, procedures and policies for the employees. Everyone has to follow rule and procedures. In such organizations rules and policies are taken very seriously and fines are imposed who violates them.

The Adhocracy Culture: This is very communicative type of organizations. Employees are encouraged to talk each other and produce new ideas for the organization. These types of organizations are risk aversion. Taking risk in these organizations is at peak.

The Market Culture: These types of the organizations are more concern with the completion of the goals and tasks that are assigned to the employees. This type of organizations forces employees to complete task within time frame.

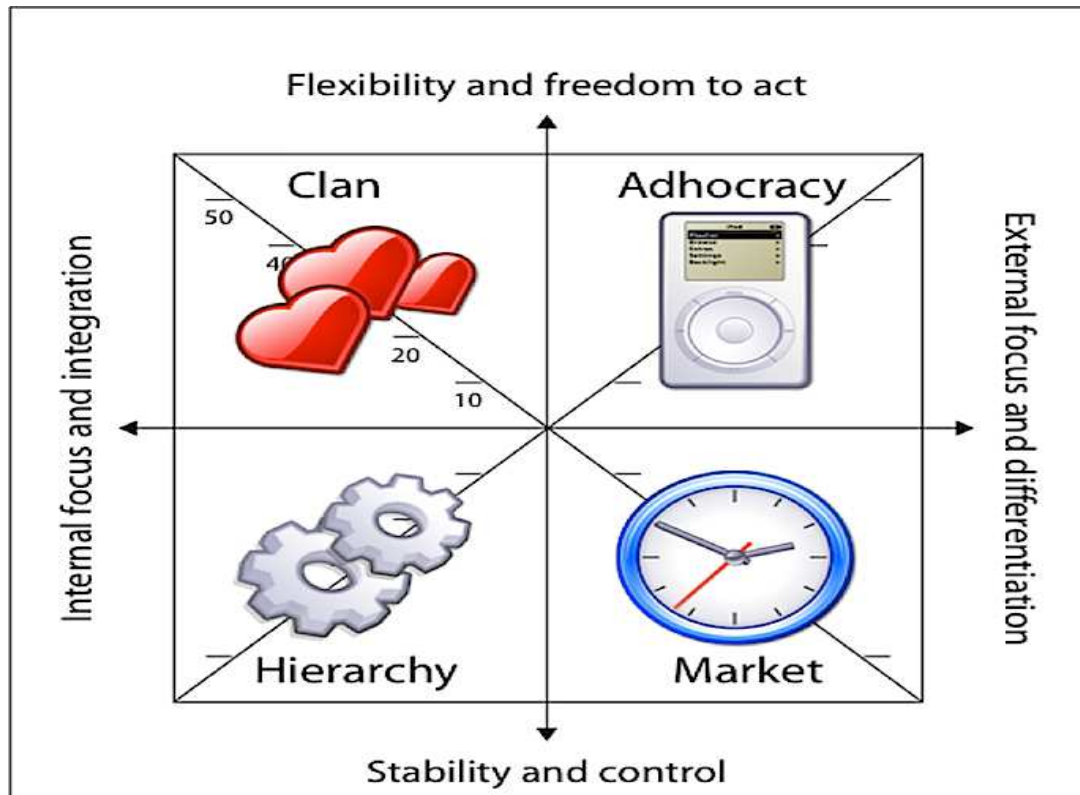


Figure 2

Advantages

- Unifies individual effort behind the vision of the leader.
- Can move quickly in the market and make rapid internal changes.
- Leverages the knowledge, wisdom and talent of the leader.
- Can provide direction and certainty; reduce conflict and confusion in times of emergency.

Disadvantages

- People give the boss's wishes the highest priority, even when it interferes with important work.
- People are afraid to give bad news to the boss.
- People do not question the leaders even when they are seen to be wrong.
- People with power break rules with impunity and take special privileges.
- Information is a source of personal power and is restricted to friends and allies.
- People are promoted by being loyal to those in power even when they are not especially competent

Importance of Organization Culture

- A common platform where individuals work in unison to earn profit as well as a livelihood for themselves called an organisation.

- The culture decides the way interact workplace. A health culture encourages the employee to stay motivated and loyal towards the management
- The belief, ideologies, principles and value of an organisation from its culture.
- No two organisations can have the same work culture.
- The employees must be treated in equally and no one should feel neglected or left out at the work place.
- The work culture unities the employees who are otherwise from different background, families and have varied attitudes and mentality.
- Certain organisations follow a culture where all the employee irrespective of their designation have to step in to the office on time.
- Such a culture encourages the employees to be punctual which eventually benefits them in the long run.
- It is the cultural of the organisation which make the individuals a successful professional.
- The new employees also try their level best to understand and the work culture and make the organisation a better place to work.
- Every employees is clear with his roles and responsibilities and strives are to accomplish the tasks within the desired time frame as per he set guidelines.
- The work culture goes a long way in creating the brand, image of the organisation.
- The work culture a identity to the organisation.
- In other words a organisation is note by its culture.
- The organisation culture brings all the employees on a common platform.
- It is essential for the employees to adjust well in the organisation cultural for them to deliver their level.

CONCLUSIONS

Organizational leaders are confronted with many issues on how to generate organizational achievements. The organizational culture stands out as one of the important components that leaders can employ to sustain performance, build ethical and moral organizations and maintain competitive advantage. The leader who understands one's own organizational culture, and takes it seriously.

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